THE CORNELL HOTEL AND RESTAURANT ADMINISTRATION QUARTERLY

(ISSN #0010-8804)

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The Incentive-Travel Market: How to Reap Your Share, *by Robert C. Lewis.* A look at the large and growing incentive-travel market, with some pointers for hotels that actively seek incentive-travel bookings. Pages 19–27.

Creative Debt-Financing Vehicles, *by James J. Eyster.* Because of economic uncertainties, new methods of arranging financing are being tried. This article explains the documents needed to assemble a financing proposal and outlines some recently developed debt-financing packages. Pages 28–35.

(Guest Observer) **Final Exam in Hotel Management,** *by Hubert S. Kenner.* A lighthearted approach to testing your "HA"—hospitality aptitude. Pages 36–37.

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Bargaining for Broke: The Need to Negotiate Cutbacks, *by Richard L. Butler and David S. Caudill.* Termination of union-organized employees is no longer an exclusive management decision. This article examines some recent legal cases and offers suggestions on how to avoid unnecessary labor problems in managing hotels and restaurants. Pages 43–47.

Born to the Business: Joe Baum, *by Charles Bernstein.* The third of three excerpts from Bernstein's book, *Great Restaurant Innovators,* chronicles the life of the creator of Windows on the World and other New York City restaurants. Pages 48–53.

Executive Search: The Headhunter as Matchmaker, *by Florence Berger.* This article tells who the "headhunters" are, and how they conduct an executive search. Pages 54–61.

Automatic Food Service: The Meal of the Future?, *by John Palmer.* The author suggests that, within the next ten to 20 years, "robots" may be serving cooked foods directly to consumers. Pages 62–70.

Anatomy of the Travel Industry, *by Jafar Jafari.* A look at the question "What is tourism?" and a reminder to all members of the industry that they are parts of a whole. Pages 71–77.

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The Management Game, *edited by Robert M. Chase.* A commentary on the learning value of management games, by various users of the Cornell Restaurant Administration Simulation Exercise (CRASE). Pages 14–22.

When Guests Complain, *by Robert C. Lewis.* Resolving the complaints of existing customers is generally far less expensive than winning new customers. This article reveals how some dissatisfied customers feel about the way their complaints were handled, and suggests how managers should resolve guest complaints. Pages 23–32.

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- **The Life and Times of a Management Trainee,** *by Christopher B. Hunsberger.* Pages 60–62.

Strategies for Managing Employee Turnover, *by William J. Wasmuth and Stanley W. Davis.* This concluding article of a three-part series tells you what to do about high turnover in your hospitality operation. Pages 65–75.

Room-Block Reservations: When an Agreement Is a Contract, *by Jon P. McConnell.* A look at some recent legal cases arising from disrupted room-block reservations and some suggestions for avoiding breach-of-contract actions resulting from informal agreements. Pages 76–81.

The Career Plateau: What to Do When a Career Bogs Down, *by Robert D. Reid and Michael R. Evans.* How hospitality companies can recognize when an employee's career growth has ceased. The authors offer strategies for helping the employee make appropriate career changes. Pages 82–91.

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Tapping Online Data Banks, *by Marjorie Hill.* Huge volumes of data are available in computer data banks. This article shows how to determine which data bank has what you need and how to get at it. Pages 18–25.

The Myth of Labor-Cost Percentages, *by David V. Pavesic.* Reliance on a single labor-cost measure can lead restaurateurs to incorrect conclusions about worker productivity. This article provides several measures of staff productivity that will enhance the precision of staff-scheduling decisions. Pages 26–39.

Keepers of the Keys: Concierges in American Hotels. A look at the work of some concierges in America, and how this special service is growing in the United States. Pages 40–48.

B & Bs: A Booming Market, *by Leslie B. Stevens.* A look at the bed-and-breakfast inn, a new concept in the hospitality industry. Pages 49–51.

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On Sex Discrimination in the Private Club, *by Gerard F. Hurley.* A response by the executive director of the National Club Association to an earlier article in *The Quarterly*. Pages 54–55.

How *Not* to Automate Your Front Office, *by Roy Alvarez, Dennis H. Ferguson, and Jerry Dunn.* A history of the development of hotel computers over the last 20 years, using the experience of the New York Hilton as an example of the capabilities of today's computers. Pages 56–62.

Foreign-Exchange Sensitivity: How a Strong Currency Weakens Hotel Revenues, *by Avner Arbel and A. Neal Geller.* When a nation's currency is strong, foreign travelers are discouraged from visiting that country. This article discusses how the current strength of the dollar affects American hotels. Pages 64–70.

(Guest Observer) **The Manager's Bookshelf,** *by Oscar Stittlespit.* A roundup of today's trendiest titles. Page 71.

Games Nobody Wins: Transactional Analysis for the Hospitality Industry, *by Maurice F. Villere, Thomas S. O'Connor, and William J. Quain.* The theories of transactional analysis are explained and applied to interpersonal relations in hospitality operations. Pages 72–79.

Getting the Most from Marketing Research, *by Robert C. Lewis.* Part I of a six-part series on marketing research, focusing on ways to analyze data for better marketing decisions. Pages 81–85.

Personnel Decisions: How to Avoid Discrimination Charges, *by John P. Kohl.* Since passage of the Civil Rights Act of 1964, there has been a marked increase in the number of charges of discrimination against employers. This article explains where the pitfalls are in recruiting and hiring. Pages 86–92.

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(Guest Observer) **Doer's Profile: The Convention Guest.** A market profile. Page 17.

The Entrepreneurial Concept of Resort Financing, *by Ken W. McCleary and John F. Meeske.* The difficulty of financing a huge resort development can be reduced by splitting the resort's attractions into separate, cooperating businesses. This article shows how one resort was turned around by this new "entrepreneurial" concept. Pages 18–24.

Theoretical and Practical Considerations in Research Design, *by Robert C. Lewis.* Marketing research can improve your hotel's or restaurant's business position. This article discusses what you should know before you conduct a study. Part II of a six-part series. Pages 25–35.

Understanding the Lender's Perspective: The Key to Successful Borrowing, *by William P. Andrew.* Negotiating financing is easier if you put yourself in the other person's shoes. This article explains what lenders desire from a loan applicant. Pages 36–43.

Submetering of Hotel Utilities, *by Michael H. Redlin and Lawrence M. Goland.* The little-used technique of submetering can provide managers with knowledge of their own departments' energy consumption, offering hoteliers more control over their energy budgets and more precision in allocating costs. Pages 44–50.

Sensory Evaluation of Food, *by Marilyn Skelton.* Consumers' acceptance of menu changes can be predicted through the use of taste panels. This article shows how restaurateurs can use this testing process to ensure the success of new menu items and to maintain the quality of existing menu items. Pages 51–57.

Responsibilities and Benefits in Hiring the Handicapped, *by Julie Annette Schapire and Florence Berger.* Recent legislation forces many employers to ensure employment opportunities for handicapped persons—but this requirement offers opportunities, too. This article shows that by hiring the handicapped, hospitality operators can benefit from the stability and productivity of these workers. Pages 58–67.

Restaurant Design: Researching the Effects on Customers, *by Carolyn U. Lambert and Karen Marsh Watson.* Design disasters can be prevented if restaurant operators study how the interiors of their restaurants affect their customers' behavior. This article explains how to set up such a research project and relates what one manager found out after he redesigned the dining room. Pages 68–76.

Getting the Most from Your Club Survey, *by R. Wayne Mondy and Walter H. Hollingsworth.* This article shows how to analyze the information received from a membership survey. Pages 77–80.

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